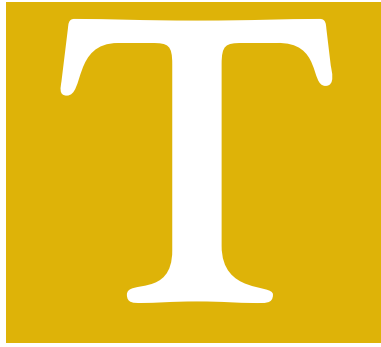


Baltimore's New EastSide Community

2003-2004 Annual Report

East Baltimore Development Inc.
On the way to the new EastSide





here has never been an urban revitalization effort quite like the one that is underway to develop the New East Baltimore Community. Over the course of the next decade, an 80-acre section of East Baltimore will shed its physical structure and emerge as an economically and socially vibrant community with new

housing, new businesses, new streetscapes, new schoolrooms, new transportation options, and thousands of new jobs.

Already, substantial progress has been made, and a renewed sense of hope and excitement about the future pervades our already transforming community. Lives are being changed for the better as residents take advantage of the various resources available through EBDI and its partners. Residents are getting better jobs, learning about finances, buying homes and building wealth. Families relocating from the first phase of the project have moved to new homes in neighborhoods that offer amenities and services unavailable in their old neighborhoods while others, with the help of supplemental resources, are poised to return to the community once new housing becomes available in 2007.

As the revitalization effort further unfolds, EBDI will continue to invest in our community to support the planning and implementation of its innovative real estate development activities and a comprehensive set of community development programs which, together, will enhance economic, housing and human development opportunities for East Baltimore residents. Throughout this process, we are keeping our community informed and involved on multiple levels—through regular community meetings, a monthly newsletter, our website, community bulletin boards, a telephone helpline, grassroots efforts that utilize community advocates, and daily contact with residents at the EBDI Resource Center, which serves as a hub for community activity, information and services for resident individuals and families.

The New East Baltimore Community revitalization initiative is, first and foremost, a community building project. As such, EBDI remains committed to making sure that all voices are heard and that everyone involved in this project is treated as a valued partner. Keeping all interests involved has been a key to our success to date, and it will remain so, especially as we bring on new development partners and attract new interests to the project. Indeed, to be successful in revitalizing East Baltimore and urban America, there's going to have to be a lot more work, similar to what's being done

by EBDI, happening in cities around the country. It is our hope that our work in East Baltimore will provide one roadmap to that success.

On behalf of EBDI and its Board of Directors, we thank and applaud the contributions made by the members of our East Baltimore community, including local residents, area faith-based institutions, and organizations such as the Save Middle East Action Committee, the Historic East Baltimore Community Action Coalition, and the Middle East Community Organization, whose commitment and efforts remain key to this revitalization effort.

Also to be commended are the key community-building investments that have been made in East Baltimore by the foundation community, in particular The Annie E. Casey, Goldseker, Abell, Harry & Jeanette Weinberg, Legg Mason, and Rockefeller Foundations. We also want to thank the Greater Baltimore Committee and Johns Hopkins Medical Institutions for the vision and support they have provided. Finally, our thanks go to the commitment, leadership and support provided by our local elected officials. At the federal level we want to acknowledge Senators Barbara Mikulski and Paul Sarbanes, along with Congressmen Elijah Cummings, Ben Cardin and Dutch Ruppersberger. At the state level our thanks go to, among others, Governor Robert Ehrlich, Lt. Governor Michael Steele, Treasurer Nancy Kopp, Comptroller William Schaeffer, Senate President Mike Miller, House President Michael Busch, Senators Verna Jones and Nathaniel McFadden, Delegates Hattie Harrison, Talmadge Branch, Clarence “Tiger” Davis, Delegates Ruth Kirk, Jeffrey Paige and Keith Haynes. Finally, in the city, we want to thank Mayor Martin O’Malley, City Comptroller Joan Pratt, City Council President Sheila Dixon, and the other members of City Council, especially Councilwoman Paula Johnson Branch and Councilman Bernard ‘Jack’ Young, along with the leadership and staff of the city’s Departments of Housing and Community Development, Planning, Public Works, Transportation, and Law.

With the continued support of these individuals and organizations, we can build upon this strong foundation and create a new mixed-income East Baltimore community where residents and businesses, both old and new, can thrive.

Joseph Haskins
Chair, Board of Directors
EBDI

John T. (Jack) Shannon Jr.
President and Chief Executive Officer
EBDI



Joseph Haskins
Ed Whitman Photo



John T. (Jack) Shannon Jr.
Ed Whitman Photo

In January 2003, East Baltimore residents braved the cold and snow to attend an open house event at the EBDI Resource Center to learn about the New East Baltimore revitalization project and how it would affect their lives. Since then, more than half of the over 350 relocating families from the first phase of the project have moved to new homes, and many others have benefited from educational, job training, financial and legal services the project provides. After a nationwide, yearlong process, a very experienced and well-regarded development team was selected in December 2004 to build the first phase of the project. With the achievement of these milestones, residents, funders and supporters are filled with a sense of hope and excitement about the future of East Baltimore.

The Shared Vision

The New East Baltimore Community initiative is a unique urban revitalization effort that is combining economic and community development to create a community where residents and businesses can thrive. Over the next decade, an 80-acre section of East Baltimore will shed its distressed physical structure and emerge as an economically and socially vibrant community with new housing, new businesses, new streetscapes, new schoolrooms, and new transportation options. Once a thriving community

supported by jobs in the steel, shipping and automobile industries, East Baltimore was a home to families, business owners, and faith and community-based institutions. Recent years have brought economic decline and physical neglect to East Baltimore. The New East Baltimore Community, however, promises a complete transformation to return the community to its previous stature and greatly improve the quality of life of its residents.

With progress already made toward achieving this shared vision, significant achievements have included:

- The creation of a broad-based public-private partnership which has leveraged over \$115 million in governmental and private funds for the initial 30-acre phase of redevelopment activity.



The EBDI Footprint, in context of the Larger Community



Forest City Rendering, North View of the First Biotech Building

- The provision of a socially responsible benefit package to relocating residents, providing the country's most equitable set of relocation benefits, which significantly enhances traditional governmental relocation funds and establishes a new standard for compensation to households and businesses impacted by urban development initiatives.

- A leading-edge national model of environmentally responsible demolition protocols to minimize lead contamination during demolition activities, which others from around the country are now looking to adopt in their own communities.

- An economic inclusion plan which is ensuring significant and meaningful economic participation of women, minorities, local residents and business enterprises in all facets of the new neighborhood's development.

The following pages further describe these accomplishments and the other great work that is underway in East Baltimore.

A New Economic Engine for East Baltimore

Through various partnerships and collaborations, EBDI is creating a new and expanded economy for East Baltimore,



Forest City Rendering, South View of the First Biotech Building

fueled by the development of a new Life Sciences and Technology Park, including 150,000 square feet of office and retail space, new mass transit connections, and over 1500 new or renovated homes for mixed-income buyers and renters. Housing options will include town homes, condos, apartments and senior housing. The project is expected to generate over 6,000 jobs for those with skill levels ranging from high school to those with advanced college degrees, and to generate numerous business opportunities for Baltimore City firms and residents.

Located adjacent to the Johns Hopkins Medical Institutions, the new Life Sciences and Technology Park offers biotech and other bioscience companies easy access to its world renowned medical research facilities. Johns Hopkins is the nation's largest recipient of National Institutes of Health (NIH) research grants as well as an internationally renowned pioneer in the life sciences. The Baltimore region's connection to noted medical research institutions like Johns Hopkins and the University of Maryland is a major attraction for life sciences companies. The

significance of this advantage cannot be overstated. Just ask East Baltimore resident, **Gary Stevenson, a Cell Culture Technician at Johns Hopkins University.** A high school graduate, Stevenson enrolled in the Bioscience Institute Lab Technician Program (BTI) after working a series of low paying jobs.

Determined to create a better life for himself and his family, Stevenson overcame his apprehensions about his abilities to succeed and pursued a professional career. "I was never good in science and not sure I could complete the program," says Stevenson. "I knew it would be hard but the people at BTI were very helpful and gave me a lot of support." Today, Stevenson is so confident about his work in the bioscience field that he plans to begin work on his bachelor's degree in science. He plans to attend Baltimore City Community College and later transfer to Johns Hopkins University to complete his course work.

Through an expanding partnership between EBDI, BTI and other local educational partners, other East Baltimore residents will be afforded the same opportunities as Gary Stevenson as the Life Science and Technology Park is developed.

The Old EastSide Makes Way for Baltimore's New EastSide

In December 2004, amidst much fanfare, and after an extensive review and selection process, the EBDI Board of Directors announced the selection of Forest City–New East Baltimore Partnership, LLC, to develop the first 30-acre parcel of the New East Baltimore Community. Known for its ability to create lively, mixed-use environments at complex urban sites, Forest City has brought economic growth and vitality back to cities throughout the country.

The Forest City–New East Baltimore Partnership is comprised of Forest City Enterprises and Presidential Partners, LLC, a consortium of minority-owned firms that came



Ken Banks, Banks Contracting Company, Inc.
Ed Whitman Photo

together to foster the development of the New East Baltimore Community. These minority-owned firms include Doracon/Lambda Development, Legacy–Harrison Enterprises, Banks Contracting Company, and The Wilkinson Group. Presidential Partners, LLC is a full equity partner in this venture working together with Forest City as the primary developer and builder of the first phase of the project. With nearly a century's worth of combined expertise as developers and builders in Baltimore City and throughout the State of Maryland, Presidential Partners, LLC is an experienced group that is well prepared to meet the challenges involved in such a large-scale and complex project. "We each bring distinct qualities, strengths and perspective to this partnership," said Dean Harrison, of Legacy-Harrison Development. "Our experience provides us the footing needed

to successfully undertake a project of this magnitude, and we are proud to be a part of it. We look forward to working with all our partners to get the job done and get it done right."

Looking ahead, project leaders envision a transformation that will please both the staunch supporters and previous skeptics of the project. "We think everyone will be delighted when they see the new structures, housing and green space that will provide residents and visitors with very comfortable settings that will be inviting to have a cup of coffee, take a stroll or watch their children play," said EBDI Board



Brian D. Morris, Legacy Harrison Development
Ed Whitman Photo

Chairmen Joseph Haskins. "We want to bring in all types of businesses – large chains and smaller operations – that can contribute to a unique community flavor, so we're not just another planned community. We want East Baltimore to be a community of choice."

Presidential Partners, LLC

Brian D. Morris, CEO
Legacy Harrison Development

Dan Wilkinson, CEO
The Wilkinson Group

Ken Banks, CEO
Banks Contracting, Inc.

Dean Harrison, CEO
Harrison Development

Anthony J. Ambridge, President
Lambda Development

Ronald H. Lipscomb, Owner
Doracon Contracting

EBDI on a number of projects including the renovation of the EBDI administrative offices at 1809 Ashland Avenue and assorted projects at the Resource Center building at 1731 E. Chase Street. Wright hires residents whenever he can while also meeting the high standards which he believes has kept his family-owned business thriving and customers coming back. “We’re very good at bringing together a quality team to get the job done,” says Wright. “We pride ourselves on delivering good work and on time. We expect nothing but the best from our team.” The work with EBDI has opened other potential opportunities for his firm, and Wright is now in the process of getting his city, state and federal MBE certification. “This project is great because it is bringing jobs

and opportunity to the people in the community,” says Wright. “It’s certainly been a great opportunity for me.”

Engaging minorities, women and local residents from the East Baltimore community continues to be a top priority for EBDI, and every effort is being made to ensure that these groups have the greatest possible opportunity to compete for contracts, jobs, and other economic opportunities associated with the revitalization project. According to EBDI Board Chairmen, Joseph Haskins, the commitment to minority inclusion is one that is taken seriously by everyone at EBDI. “We want to continue to ensure the minority business community that they will be given an opportunity to share and participate in the project.”

Opportunities for All

From major participation like the Presidential Partners, LLC partnership with Forest City to contracts with small local minority businesses like Wright’s Construction Company, EBDI has evidenced its strong commitment to involving minority, women and local business enterprises in all aspects of the revitalization. EBDI is particularly sensitive to providing opportunities for businesses that can hire local residents. Wright’s Construction Company has worked with



Forest City Rendering of Rutland Square

A New East Baltimore Community

Realizing the promise of the New East Baltimore Community will require the demolition of existing housing stock – including hundreds of units that have long been vacant and are now in deteriorated condition. Built in its place will be a range of housing designed to attract residents of all income levels. Starting with a nod to nostalgia,

the restoration of a number of traditional East Baltimore row homes will link the new community to its long and proud past.

These rehabilitated row homes will be joined by various styles of new housing for individuals and families, including townhomes, condos, apartments, and senior housing. The New East Baltimore Community will have all types of greenery, colorful gardens, wide sidewalks, open courtyards, plus parks and playgrounds – so that it will be a place where residents and visitors can enjoy the outdoors throughout all seasons.

Achieving this vision for a new community will require that some residents be relocated. For those who must move to make

way for new construction, EBDI is working with each household – including both homeowners and renters – to assist with this relocation to a new home in a community of their choice. Each household has a personal advocacy and service team that communicates with residents about ways to improve the family's life before, during and after the move. Does the person want to go back to school? Get assisted living for an elderly family member? Find a way to own a home instead of renting? The advocacy and service team helps with such issues and guides the household through each step of the moving process.



Forest City Rendering of Eager Street

Remembering the Old EastSide

The thriving community that was East Baltimore remains in the hearts and memories of many current residents as a wonderful place where people worked, lived and successfully raised their families. Recognizing East Baltimore's glorious past and the people rooted in that time is important as the New East Baltimore Community is developed. EBDI and its partners have worked with the community to preserve its past by supporting community historical organizations and telling the stories of longtime residents like Doris Kennedy Williams who spent a blessed life of more than 75 years at 1008 Rutland Avenue. She moved into the home with her parents in 1928 and remained there with her husband, a World War II veteran and steelworker, and their four children. Williams recalls her family was among the first of five black families that moved into the neighborhood, and still remembers the lovely tree-lined streets of her childhood. "Oh, it was so beautiful," says Williams. "The trees were very tall and full, forming an archway into the neighborhood."

As families moved out of the neighborhood, Williams noticed

that the features that drew her family to the neighborhood began to disappear – trees were cut down, trash removal was not as regular, and other services either slowed or ended completely. Still, the neighborhood remained a vibrant and beautiful community of working class families, churches and small business establishments. "We shopped at Bel Air Market and stores on Gay Street," she says. "There were lots of black-owned businesses—cleaners, shoe repair shops, florists, doctors, and attorneys." The stability and security of the Williams' family was common throughout East Baltimore in those years. "Families were close and neighbors cared about each other," says Williams.

Although she has moved to a beautiful new home with EBDI's assistance, Williams remains connected to East Baltimore. Always optimistic and hopeful, she is pleased about the revitalization efforts underway.



*Doris Kennedy Williams
Ed Whitman Photo*

"I'm happy to see change and think it's a good thing for the community," says Williams. "For those who want to move back, I hope they get what they'd like to have."

To ensure that relocating families do, in fact, have that opportunity to return to the neighborhood, EBDI will be providing additional financial benefits to assist those residents in moving into the new mixed-income housing being developed.



Man on bike, Ken Royster Photo

A New Beginning for Residents

The hope for the families currently living in East Baltimore is that they will experience a transformation that will mirror the physical structure of the revitalized community. For The Annie E. Casey Foundation, a major supporter and partner, improving the lives of children and families in the community is of critical importance. “I think Casey, along with its partners, has some pretty clear benchmarks,” said Douglas Nelson, President of the Casey Foundation. “We



Child on steps, Ken Royster Photo



Ms. Rosa Burnstein, Ken Royster Photo

want the families directly affected to end up better off as a result of this revitalization – not just changed, not just moved, but really better off in all the common sense ways that we think about – better housing, more job opportunities, a healthier neighborhood, safer streets, better schools, more recreation opportunities.”

Much time and attention has been dedicated to the development of EBDI’s relocation plan which outlines the benefit package for homeowners and renters, including the companion services and supports. This relocation plan provides access to various opportunities to connect to high-quality services, such as financial counseling, educational and employment training, and job placement. These services are provided to each household in the form of a family advocate, direct service

coordinator and relocation counselor, who are all available to help residents before, during and after the relocation process. This assistance includes identifying goals and a plan for creating a better life and lifestyle. Once the family’s needs are identified, the team goes to work locating, referring and connecting family members to employment, healthcare, social services, senior services, education, after school programs, credit counseling, substance abuse services, and



Child in truck, Ken Royster Photo

many other resources. In addition to referral services, frequent workshops and other programs are available to residents of the project area. These services have proved to be an invaluable resource for many individuals and families who are seeking a new beginning.

The life transformation of resident stories told below is the

type of change that the Casey Foundation and other partners are hoping to see more of as East Baltimore's revitalization unfolds.

Young Mother Follows Her Dream

When 23-year old Shalica James visited with the EBDI family advocate, she had been chasing a lifelong dream of entering the nursing field. She did not have a high school education or a GED, and needed help with childcare. Her greatest obstacle, however, was a lack of confidence in her ability to succeed. "As a child, I always wanted to become a nurse," says Shalica James. "I just didn't know where to start, or if I could do it."

A supportive extended family, along with assistance from EBDI programs and staff, helped Ms. James move toward realizing her dream. She received employment counseling and participated in programs offered at the EBDI Resource Center. With the assistance of her direct service coordinator, Ms. James was referred to The Gate, a local training and employment program and enrolled in Geriatric Nursing Assistance/Certified Nursing training.

Shalica James is now successfully employed, at a good

salary and with benefits, as a Geriatric Nursing Assistant at a local nursing home and rehabilitation center. She is now so confident in her abilities that she has applied for a better position and plans to complete her GED and apply for a nursing certification. In addition to her career success, Ms. James has relocated to a new home in northeast Baltimore that she loves. "It is really nice here," James says of her apartment home. "The neighborhood is excellent and there is plenty of space for my daughter to ride her bike and play. And the schools are great."

Armed with a new skill, a new home and a new life, Shalica James is now on the road to fully realizing her dreams.

Along the way there have been many setbacks, and a personal tragedy, but through it all she has remained focused on attaining the prize of a job in a field she loves. "I couldn't have done it without the help of the people at EBDI," says James. "They're great!"

Family Achieves Success Through Sacrifice and Determination

For the Jennings family, the road to success was paved with sacrifice, hard work and fierce determination. Bryan Jennings, his wife, Miriam and their five



*The Jennings Family at their Old Home
Ed Whitman Photo*

children – ages 9 to 17 – now enjoy a bright future, thanks to the many services and interventions provided by EBDI. The East Baltimore family experienced many highs and lows as they strived for goals they believed would improve their lives. They persevered and continue to make progress today.

Mr. Jennings, who was under-employed and had dreamed of becoming a certified truck driver, now has a better paying job. His family advocate referred Mr. Jennings to a program that provided him with training and a small stipend while he pursued truck driver certification. Throughout the process, Mr. Jennings received encouragement and moral support from his advocate—assistance that was particularly helpful when he made the difficult decision to resign from his job to participate in the program. It was a sacrifice that

paid off, as Mr. Jennings now has the certification and a job that provides a family-supporting wage.

The family had to make other adjustments, including a return to work by Mrs. Jennings after 10 years as a homemaker. She credits EBDI for her success in quickly obtaining a job. “They made a couple of phone calls and before I knew it, I had a job interview,” said Mrs. Jennings. “I enjoy my job and feel good that I can make a contribution.”

Although the family lived on a tight budget for a while, they all say it was worth it. “My husband and I want a better life for our children and we’re willing to make sacrifices to get it,” says Mrs. Jennings. The going was rough at times, but there were bright moments. Last summer, their eldest daughter was able to attend the National Youth Sports program held at Morgan State

University, and the experience gave her confidence and exposure to exciting challenges and new ideas.

Both the Jennings attribute a great deal of their success to the support and services provided by EBDI advocates and counselors. “EBDI has helped us a lot and were always there when we needed them,” say the Jennings. “We can’t say enough about what they have done for us.”

Purchasing a Home Without a Mortgage

When Curtis and Tonya Baker Moyer received the keys to their new home in the Belair/Edison neighborhood of Baltimore City, the couple could not believe their good fortune. “It’s like a dream come true,” said Curtis Moyer. “The opportunity to buy a home we love, ‘free and clear’ in a neighborhood we love, is more than we could have imagined.”

The Moyes moved from their home of 10 years on Wolfe Street to make way for the revitalization effort. A few years ago, they obtained a loan to make improvements to their former home including new electrical wiring and updated appliances. In the process, they became victims of a predatory lender who charged a very high interest rate and imposed terms



*The Jennings Family's New Home
Ed Whitman Photo*

that negatively affected their credit. When the Moyes began to search for a new home, they discovered that EBDI's relocation benefit package provided a supplemental benefit that would allow them to purchase a home without a mortgage loan. "The Moyes' story demonstrates the real value in helping people rise above a difficult situation and improve their financial situation through the use of EBDI's comprehensive support services," said Scot Spencer, Manager of Baltimore Relations for The Annie E. Casey Foundation. The Moyes are very excited to have found a home that met all their requirements and are pleased that they no longer have to struggle with a mortgage. "Now we can make a fresh start and hopefully have more successful financial future," say the Moyes. "We're really blessed."

From Renter to Homeowner

The EBDI team works closely with residents to search for and locate a new home. On occasion they have even packed and moved residents unable to do it themselves. One East Baltimore resident, Deborah Hamilton, found herself in need of such assistance when she became ill during her relocation. Ms. Hamilton had long dreamed of owning her own home but it seemed out of reach. For 11



years she rented a modest home on Rutland Avenue, and, even though she had a strong employment history, she was not sure how to overcome the financial and credit obstacles to homeownership. "A lot of people want to own a home but when you have credit problems, it's difficult to get a mortgage," said Ms. Hamilton. So when the opportunity arose to buy a home through the relocation benefit package offered by EBDI, Ms. Hamilton was among the first to take advantage of the opportunity.

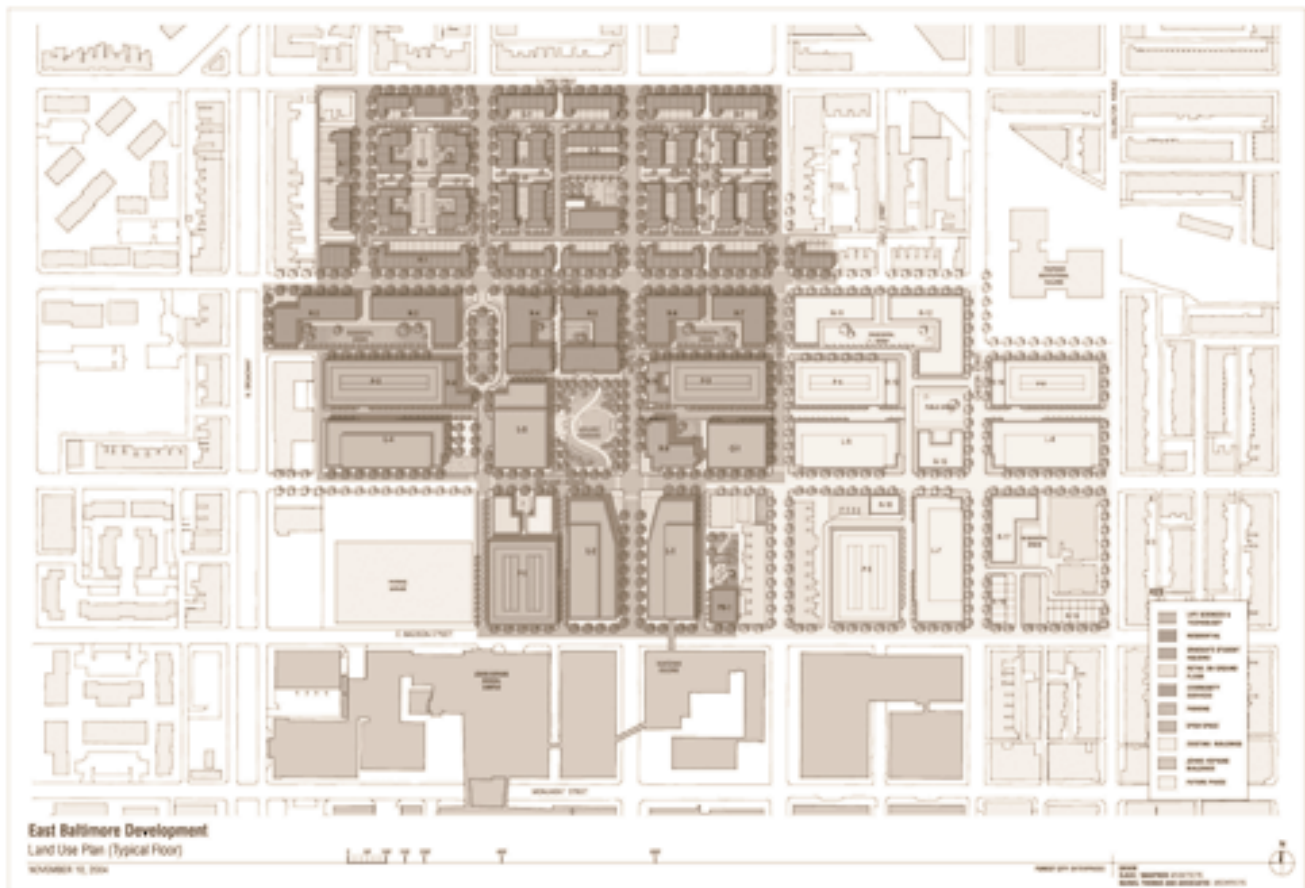
"Deborah Hamilton is a real success story," says Arlene Conn, EBDI's Director of Acquisition and Relocation. "She has overcome a number of obstacles to achieve her goal." Ms. Hamilton is one of eight renters that have moved to home ownership as a result of EBDI's efforts. Although she had mixed feelings about

relocating, she now considers it a blessing in disguise that could not have come at a better time. "I recently became disabled," says Hamilton. "Now I have peace of mind about my home environment as I continue my recovery. My new home has two levels, so it's easier to get around. It also has a lot more conveniences and a nice yard where we can relax."

With the support of EBDI, Ms. Hamilton was able to purchase a home through the Enterprise Foundation's affordable housing program. She worked closely with EBDI relocation staff to locate, purchase and settle into her new home. As she was going through the process, Ms. Hamilton became ill, but persevered. "I could not have done it without the help of EBDI's wonderful staff that worked tirelessly for me. They packed my things, moved me and unpacked my new home. I could not have done it without them."

What's Next?

As these individual stories indicate, lives are being transformed in East Baltimore. EBDI is very proud of the work we and our partners have done in developing a family advocacy and support model that addresses the multifaceted needs of this community. Now that this model, and work on the first 30 acres of the project is underway, our focus will expand



Forest City Rendering of the Expanded Baltimore Master Plan

to the development of plans for the remaining 50 acres of the project area. These plans will also include work on three important areas: 1) the East Baltimore Educational Initiative; 2) Greater East Baltimore Community Development; and 3) Transit Oriented Development.

Planning for Additional Phases

Development activities outlined within the Master Plan for East Baltimore are scheduled to unfold over the next decade and have been divided into three phases (Phases I, II, and III).

Initial EBDI efforts have focused upon the launch of Phase I development activities in the first 30 acres. The plans for the remaining 50 acres will seek to incorporate newly identified opportunities to enhance housing, transportation, education, and retail development in East Baltimore. New planning activities will encompass a larger study area providing opportunities to work with surrounding communities to strengthen planning efforts in other East Baltimore neighborhoods.

Improving Educational Opportunities

In partnership with Johns Hopkins University and Morgan State University and in cooperation with the Baltimore City Public School System, the Maryland State Department of Education and other governmental and civic stakeholders, EBDI envisions the East Baltimore Educational Initiative as an integrated educational ladder to ensure the success of current and new East Baltimore children from preschool through high school.

The four components of this project include:

- An exemplary, free pre-school program to prepare students for elementary school and lay the foundation for an approach to urban education that builds on excellence rather than seeking to remediate deficits;
- A new, state-of-the-art community campus that will be home to a model K through 8 grade school;
- Exploration of opportunities to partner with Dunbar Senior High School;
- Development of an Institute for Urban Teaching and Learning, operated by Johns Hopkins University and Morgan State University, to prepare teachers and administrators from Baltimore and beyond to improve student and school success.

The East Baltimore Educational Initiative is in the early stages of planning and development of what will be a multi-year, multi-dimensional effort that is an integral part of the New East Baltimore revitalization.

Transit-Oriented Development Planning

Recent infrastructure and transit studies have identified a number of opportunities for enhanced transit services in East Baltimore. Such services would include the development of a new rapid transit line, the

Green Line, with a proposed station to be located in East Baltimore —along Broadway— at the Amtrak/MARC crossover. This location would provide connectivity to the existing Amtrak and MARC services and has the potential to reorient portions of the neighborhood around this station with higher density housing and retail uses.

Additionally, transit studies have identified the need to reorient streets and bus routes to accommodate the new commercial and residential developments and to promote greater pedestrian activity. EBDI is preparing to address the master planning activities that will provide opportunities for community participation regarding the design of transit-oriented housing and retail development, as well as proposed reconfigured street and bus routes in the area.

Community members will also be involved in efforts to upgrade and design prototype bus stops in the area that offer more amenities, such as shelter, benches and maps. EBDI will work with master planners, city officials and community residents to better determine how these newly identified transit opportunities could be integrated into master planning activities in ways that could strengthen the retail and residential character of the newly revitalized East Baltimore community.

The East Baltimore Transit Oriented Development is in the early stages of planning and development of what will be a multi-year, multi-dimensional effort that is an integral part of the New East Baltimore revitalization.

Greater East Baltimore Community Development

The driving force behind the Greater East Baltimore Community Development Initiative is a commitment to making lasting change in this area. Doing so will require inclusion of a wide array of participants, including local community development corporations (CDC's), other nonprofits, public and private funders, churches, neighborhood associations and many others serving the area. Collaboration provides the greatest opportunity to synergize efforts and secure sustainable urban renewal in the Greater EastSide.

By sharing information on its project, EBDI seeks to serve as the catalytic agent for Greater East Baltimore and encourage other community organizations to do the same. By completing an inventory of the current assets of the Greater East Baltimore neighborhoods, such as programs, community development plans, and federal, state and City funding,



Mr. James Kane, Ken Royster Photo

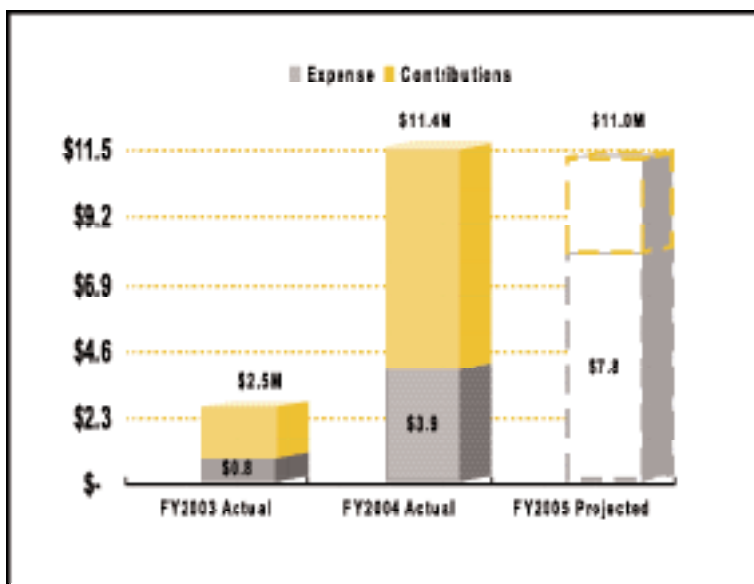
community organizations can begin to collaborate and leverage our collective efforts. Working together and sharing information will also prevent possible duplication among stakeholders. Resources (public, private, nonprofit and community association) at all levels can be maximized by complementary and consistent communication and planning of neighborhoods. EBDI recognizes that we are not an oasis in the middle of the desert, but are rather one of many stakeholders interested in the revitalization of the area. Through partnership, EBDI hopes to improve the life chances and well-being of individuals and families on the Greater East Side of Baltimore.

The Greater East Baltimore Community Development Initiative is in the early stages of planning and development of what will be a multi-year, multi-dimensional effort that is an integral part of the New East Baltimore revitalization.

Fiscal Year 2004: A Year of Building on the Mission

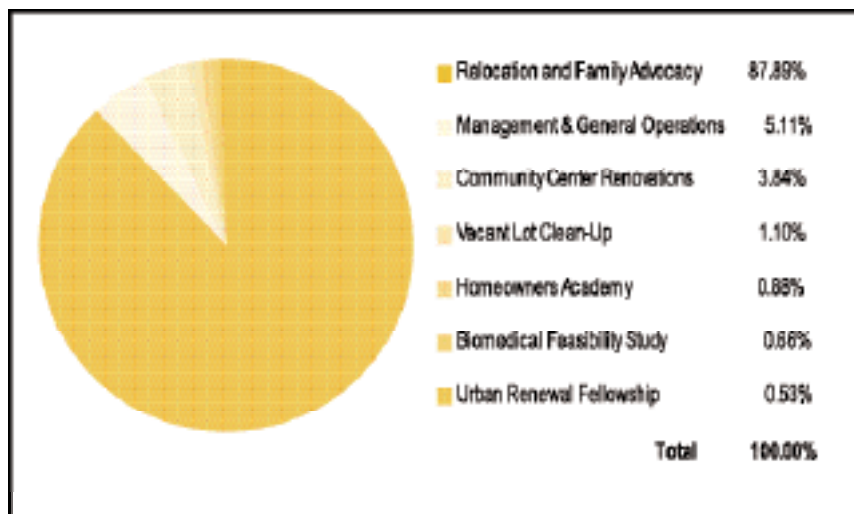
During FY2004 (from July 1, 2003 through June 30, 2004), EBDI solidified its organizational leadership and structure while making significant strides in its core mission. We continued making progress toward our objectives of providing property acquisition,

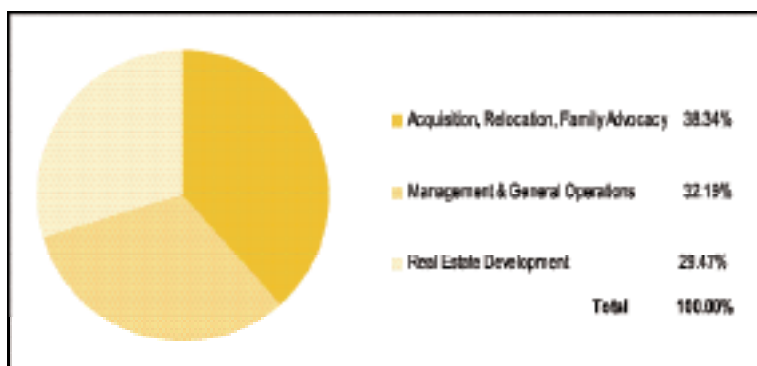
relocation assistance and community outreach services, linking residents to, among other things, healthcare, financial counseling, and job training. During FY2004 EBDI worked strenuously to obtain critical financial resources required to meet the immediate needs of affected residents and to fund future site development and major infrastructure enhancements.



FY2004 Contributions Reflected an Expanded Support Base

Fiscal Year 2004 was a year during which EBDI continued to lay the groundwork for the future achievement of our overall mission. Contributions





increased from \$2.5 million in FY2003 to \$11.4 million in FY 2004 reflecting continued support of EBDI's mission, particularly the \$10 million award of supplemental funding from The Annie E. Casey Foundation and Johns Hopkins University to provide resident relocation assistance complemented with family advocacy services.

Expenditures Provided the Groundwork for Long-Term

Total expenses grew \$3.1 million, from \$0.8 million last fiscal year to \$3.9 million in FY2004, as many major EBDI program initiatives got underway. EBDI launched its relocation program including assistance with all aspects of home purchases and financial counseling while expanding family advocacy services. In addition, we conducted a very comprehensive, nationwide selection process for a lead developer for the first 30 acres

of the New East Baltimore Community.

The Mission Continues, and Challenges Remain

EBDI's recent momentum has not been achieved in isolation, and our progress-to-date is the direct result of the collaboration, cooperation, and generous support of partnerships formed with a variety of government agencies, private foundations, and business community and civic organizations, including, in alphabetical order, the following:

Baltimore Community Foundation
 Baltimore Development Corporation
 City of Baltimore
 Empower Baltimore Management Corporation
 Enterprise Foundation
 France-Merrick Foundation
 Goldseker Foundation
 Greater Baltimore Committee

Johns Hopkins Medical Institutions
 JP Morgan Chase Foundation
 Legg Mason Charitable Foundation
 Living Cities, Inc.
 Maryland Technology Development Corporation
 Rockefeller Foundation
 State of Maryland
 The Annie E. Casey Foundation
 The Harry & Jeannette Weinberg Foundation
 The M&T Charitable Foundation
 U.S. Department of Health & Human Services
 U.S. Department of Housing and Urban Development
 University of Pennsylvania Center for Urban Redevelopment Excellence

EBDI is committed to and keenly interested in partnering with community and institutional stakeholders to ensure that this development brings greater economic and social opportunities to its residents. You can become a partner in sharing the vision of Baltimore's New Eastside by becoming a major donor, planning a legacy gift, or becoming a contributor. For more information about this type of opportunity, please contact the EBDI Development Office.

Final Thought

EBDI has been successful in reaching many milestones and has accomplished a great deal since its inception. Much work remains, and EBDI will continue to face many great challenges, including sufficient funding support, that will require the cooperation and support from all of our partners. The successful completion of this project is dependent on maintaining and developing strong relationships with all who seek to improve the conditions in East Baltimore. EBDI looks forward to a great future and thanks you again for your interest and support!

East Baltimore Development Inc. is a not-for-profit organization. The operating highlights which appear above cover the twelve month period beginning July 1, 2003 and end June 30, 2004. Amounts are based upon information contained in the audited financial statements of East Baltimore Development Inc.



Ken Royster Photo

East Baltimore Development Inc. Board of Directors

Joseph Haskins, Jr.
*Chairman & CEO
Harbor Bank of Maryland*

Dr. William R. Brody
*President
Johns Hopkins University*

Eddie C. Brown
*President
Brown Capital Management*

Gary Gensler
c/o East Baltimore Development Inc

Richard C. ‘Mike’ Lewin
c/o East Baltimore Development Inc

Earl Linehan
*President
Woodbrook Capital*

Sally MacConnell
*Vice President, Facilities
Johns Hopkins Hospital*

Kieyasien “Teya” Moore
*Partner
KKM, PA*

Douglas W. Nelson
*President
The Annie E. Casey Foundation*

Hon. Michael Steele
*Lieutenant Governor
State of Maryland*

Ex-Officio Members

Diane Bell
*Board Chair
Empower Baltimore*

Clarence T. Bishop
*Chief of Staff
Mayor’s Office, City Hall*

Paul T. Graziano
*Commissioner
City of Baltimore
Department of Housing & Community
Development*

Hon. Hattie Harrison
Maryland House of Delegates

Aris Melissaratos
*Secretary
Maryland Department of Business & Economic
Development (“DBED”)*

Phillip Singerman
*Executive Director
Maryland Technology Development Corporation*



east baltimore development

Selling our Strengths. Creating Opportunities.

*Editing and project coordination by Glenna Deekle, copywriting by Erlene Wilson, E Communications,
Photography by Ed Whitman, Lightstruck Studio and Ken Royster. Design and layout by Melissa Jachelski, Mjach Designs.*



East Baltimore Development Incorporated • 1731 E. Chase Street
Baltimore, MD 21213-3133

